

Qualification: CIPD Diploma in Applied Human Resources

Module Name:

Contributing to Employee Engagement

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Student Name: Carys Francis

Student Number: 1904626

CIPD Membership Number: 55382687

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: C Francis

Date: 09/11/2020

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CIPD Candidate evidence matrix

(CEM1)

Evidence Matrix

Candidate name: Carys Francis				CIPD Membership/registration No.:		
				55382687		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN):		
				1904626		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AEEG	Contributing to employee engagement in the workplace	1.1	Gallup Q12 survey	EV1		
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		1.3	Employee engagement survey	EV3		
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		2.1	CDA Care's exit questionnaire	EV6		
		2.2	CDA Care's quality and quality assurance policy	EV7		
		2.2	CDA Care's staff retention policy	EV8		
		3.2	Email – sage employee benefits	EV9		
		3.2	Meeting notes – discussing barriers to employee engagement strategies	EV10		
Candidate declaration:						
- I confirm that the work/evidence presented for assessment is my own unaided work. - I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. - I agree to this work being subjected to scrutiny by textual analysis software if required. - I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. - I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. - I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.						
Signature:				C Francis	Date:	09/11/2020

CEM1_CIPD Candidate evidence matrix V1.0

CIPD

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CIPD

Contributing to Employee Engagement

1.1 - Diagnostic tools for measuring employee engagement

Analytics in HR (2020) realise that measuring employee engagement levels within an organisation can be difficult, this is because all organisations have a different concept of employee engagement, there is no agreed definition. One way of measuring engagement levels is to use a survey provider such as Gallup or Mercer. However, due to the cost of utilising a survey provider it may be more beneficial for organisations to create and conduct their own internal surveys. Although it can be time consuming for organisations to carry out surveys, it is a useful way of gathering data over a period of time, allowing for analysis and comparison. Tinypulse (2020) created a guide to employee engagement surveys, which identifies questions that are likely to result in informative and useful feedback. Another way of measuring employee engagement is 'the hybrid approach' – analysing data from certain areas of an organisation (such as absence rates, disciplinary and grievance rates) and using these results together with survey results. A pulse survey is also a useful tool for gaining regular feedback, conducting regular pulse surveys rather than just one annual survey will allow organisations to keep track of how engagement levels change over time and identify what factors influence these changes (Analytics in HR, 2020).

The Gallup Q12 Survey (Gallup, 2020) consists of questions regarding different elements within organisations that have proven to be directly linked to performance outcomes (EV 1). This survey was created based on years of research into employee engagement and performance.

Although surveys seem to be the most popular option of measuring employee engagement levels, there are other routes such as focus groups, one-to-one interviews, and even analysing HR statistics (sickness rates, disciplinary/grievance rates, etc.). Focus groups and one-to-one interviews are a good way of gathering qualitative data rather than just quantitative and allows for 'real-time' data (Quantum Workplace, 2020).

1.1, 1.2, 1.3 - Applying a diagnostic tool within CDA Care Ltd

I arranged a meeting with the management team at CDA Care to discuss the importance of having high levels of employee engagement and the impact this can have on performance. During the meeting it was agreed that carrying out an employee engagement survey would be beneficial to help us understand the current levels of engagement within CDA Care, and what we can do to improve our practises if needed. The team at CDA Care found that many meetings were necessary to compile and collate all of the information and input from staff. Due to the COVID-19 pandemic the meeting was held over Microsoft teams. Various members of staff were asked to self-isolate during the pandemic but we didn't let this be a barrier, as we knew how important it was to complete the task. We

wanted to show the staff that the organisation values them especially during the current pandemic (EV 2).

It was decided that the survey would be conducted within one of the newest areas of the organisation to gain opinions of staff members who are fairly new into the business. After discussion with the management team it was decided that Gallup's Q12 survey would be the basis of our survey. The management team thought this survey was appropriate as it focuses on particular areas that we thought were important to staff and their wellbeing. Areas for careful consideration include recognition, development opportunities, working relationships, and whether or not they felt that CDA Care provided them with the necessary support and tools to be able to do their job (EV 3).

The survey showed that the majority of the team understand what is expected of them at work and feel that their job role is important. However, it is concerning to note that only 55% feel cared for by the management team and that their opinions are taken seriously. These employees are remote workers, therefore it can be very challenging to maintain high employee engagement levels and make them feel included (EV 4)

It is clear from the survey that another area for improvement that management need to consider is to acknowledge the work that the support workers complete. At present 35% of staff feel that they do not receive any recognition, this is likely to be because there is no reward or recognition scheme in place in CDA Care.

A positive outcome of the survey revealed that 85% of staff agreed that they know what is expected of them in the workplace. We have an extensive induction training programme in place and it is clear that this training programme delivers information to a high standard highlighting the roles and responsibilities of each employee.

References

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Tinypulse (2020) *The ultimate guide to employee engagement survey questions (25 examples to get you started)* [Online Article]. Available at:

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(Accessed: 18th October 2020)

Evidence

- 1.1 Gallup Q12 survey
- 1.2 Email agreeing the need for employee engagement survey
- 1.3 Employee engagement survey template
- 1.4 Email – results of employee survey

The Gallup Q12 Index

Gallup's employee engagement work is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements -- the Q12 -- that link powerfully to key business outcomes. These 12 statements emerged as those that best predict employee and workgroup performance.

The Twelve Questions are:

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

EV 2



Carys Francis

To

Egress Switch: Unprotected

Good Afternoon all,

Following on from yesterday's meeting – we discussed the importance of maintaining appropriate levels of employee engagement within the organisation, especially during COVID, and agreed that it would be useful to conduct an employee engagement survey on twenty different support workers to gather their opinions on the current practices at CDA Care. We discussed the fact that we would like to carry out the survey on the members of staff who are fairly new to the organisation in the Neath Port Talbot team.

I will be creating the survey, however, if anyone has any ideas on questions that should be included in the survey please just respond to this email with those questions.

Kind regards

Carys Francis
Human Resource Manager

Employee Engagement Survey

	<u>Agree</u>	<u>Neutral</u>	<u>Disagree</u>
I understand what is expected of me at CDA Care			
I have been provided with the necessary equipment to be able to carry out my role			
Whilst at work I am able to do my best			
I feel cared for by my management team			
My management team encourage me to further develop my skills and knowledge			
My opinions are taken seriously and I am listened to			
I feel that my job role is important			
My colleagues are committed to doing their best at work			

I have friends at work			
My training and development is always reviewed at supervisions			
I have been given opportunities at work that allow me to learn and develop my knowledge			
I receive recognition for the work that I complete			

Name (optional):

Date:



Carys Francis

To

Egress Switch: Unprotected

Good Morning,

I can confirm that the employee engagement survey within the Neath Port Talbot team has been completed.

The results:

	Agree	Neutral	Disagree
I understand what is expected of me at CDA Care	85%	15%	
I have been provided with the necessary equipment to be able to carry out my role	75%		25%
Whilst at work I am able to do my best	80%	15%	5%
I feel cared for by the management team	55%	15%	30%
My management team encourage me to further develop my skills and knowledge	65%		35%
My opinions are taken seriously and I am listened to	55%	45%	
I feel that my job is important	85%	15%	
My colleagues are committed to doing their best at work	65%	25%	10%
I have friends at work	90%		10%
My training and development is always reviewed at supervisions	80%	20%	
I have been given opportunities at work that allow me to learn and develop my knowledge	40%	60%	
I receive recognition for the work that I complete	50%	15%	35%

CDA Care's organisational approach

2.1 - Principle drivers for employee engagement within CDA Care Ltd

According to Engage for Success (2020), high employee engagement levels within an organisation can positively affect productivity, recruitment and retention, employee performance, and sickness absence. Research has evidenced that engaged employees are 'happy' employees, therefore, employees are more likely to be committed and loyal to an organisation (Wickham, 2020).

At CDA Care Ltd there are currently two specific areas, which are 'problem areas': staff retention and sickness absence levels. Between June 2020 and November 2020 CDA Care have recruited 87 new staff members, but unfortunately have lost 55 staff members, the majority of these being new employees (EV 5). Due to the high number of resignations received each month it was decided that we would start issuing an 'exit questionnaire' (EV 6) to try and find out if there was any particular reason and whether or not there is anything we can do better. So far the exit questionnaires that have been returned have been fairly positive. According to Economic Journal (2019), some people may choose to leave a job due to personal circumstances, however many people choose to leave due to being 'unsatisfied with their current work situation'. There is a cost that comes with recruiting new staff members at CDA Care, having to apply for criminal record checks for each new employee and providing them with extensive induction training, therefore, it's important that we try to understand the factors influencing the retention rates. SHRM (2020) state that recruitment plays a big part in the retention of employees as well as engagement levels – only focus on the applicants that are suited to the role and are likely to see the work as interesting rather than spending too much time on those who aren't necessarily serious about seeking a permanent position within the company. Adopting this recruitment approach at CDA Care and creating a workforce that is committed would likely have a positive impact on employee moral and employee engagement. Gallup's state of the American workplace report recognises that engaged employees are much more likely to be committed as they have a strong 'bond' with their organisation (Wigston, 2018).

Managing sickness absence rates within CDA Care can be difficult due to the fact that most of the workforce are remote workers making it a challenge to maintain engagement levels. Quite often, employee wellbeing and employee engagement are treated separately however there is lots of evidence to suggest that both are linked (engage employee, 2020). Research has proven that organisations with stable sickness absence levels have a culture that is free from work-related stress. Whereas, in organisations with high sickness absence levels it is often found that management 'pass on stress' by panicking about certain tasks or having to meet deadlines (Gray, 2014).

2.2 - Organisational behaviour which is likely to hinder employee engagement

Due to the high demand of domiciliary care services, especially during the current COVID-19 pandemic, management at CDA Care often find themselves offering employment to almost all applicants who apply for a job instead of having the flexibility to be able to carefully select new recruits based on how they are individually suited to the role of a support worker. Whereas the 'quality and quality assurance policy' states that "recruitment will be values-based and robust, to ensure that the right people are recruited for the right job" (EV 7). Unfortunately, this does have a negative impact on employee engagement levels within the organisation as the majority of support workers that are recruited are only using it as temporary employment and are not committed. The more staff members that leave the company, the more pressure that puts on the existing staff members.

Trust between management and the support workers (who all work remotely) within the organisation is another factor which likely has a negative impact on engagement levels. There are a lot of processes in place with little trust, which would explain why only 55% of employees who were surveyed agreed that they feel cared for by their management team (EV 4). The Health and Social Care sector is very highly regulated however internal processes could possibly be less hierarchical to allow employees to feel more included - this would likely increase the figure of 55% of employees surveyed agreeing that their opinions are taken seriously and they are listened to.

The staff retention policy (EV 8) at CDA Care states "CDA Care LIMITED will offer a staff rewards package which will be subject to on-going review to ensure that it remains suitable and fit for purpose". However, a rewards package does not actually exist within the organisation. It is something that is often discussed between the management team but has never been implemented. This has a negative impact on employee engagement within the company and decreases levels of trust and integrity.

References

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Gray, R. (2014) *Employee engagement closely tied to health and wellbeing* [Online Article]. Available at: <https://www.hrmagazine.co.uk/article-details/employee-engagement-closely-tied-to-health-and-wellbeing> (Accessed: 24th October 2020)

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Wickham, N. (2020) *Why is Employee Engagement important? 14 benefits backed by research* [Article]. Available at: <https://www.quantumworkplace.com/future-of-work/14-benefits-of-employee-engagement-backed-by-research> (Accessed 21st October 2020)

Wigston, S. (2018) *The link between employee engagement and staff retention* [Online Article]. Available at: <https://www.eaglesflight.com/blog/the-link-between-employee-engagement-and-staff-retention> (Accessed: 22nd October 2020)

Evidence

2.1 Bar graph showing starters and leavers in CDA Care

2.1 CDA Care's exit questionnaire

2.2 CDA Care's quality and quality assurance policy

2.2 CDA Care's staff retention policy



Exit Questionnaire



Name:

Area (Swansea/Carmarthenshire/NPT):

Date:

Please tick or place an 'x' to indicate whether you agree or disagree with the statement.	Agree	Neutral	Disagree
I enjoyed working for CDA Care			
The workload in my job was acceptable			
My working relationships with my colleagues were good			
I was treated fairly			
I was happy with the pay and benefits provided by CDA Care			
I was given an effective induction into the organisation			
I received adequate training to perform my role			
I was happy with my work-life balance while working for CDA Care			
The morale in my team was good			
I am leaving to work in a similar role within a different organisation			
I had a thorough interview which gave me a good understanding of the role before commencing employment			
I often received recognition for my work			

What is your reason for leaving CDA Care?

(e.g. pay, benefits, hours, progression opportunities, career change, work related stress)

Would you recommend CDA Care as an employer? Please explain your answer.

Please use this space for any other comments you would like to make regarding your employment at CDA Care.

References: Data Protection Act 1998

Under the Data Protection Act 1998, we require your consent to process personal data (unless one of the other legal requirements set out in the Act is satisfied).

Please indicate whether or not you wish CDA Care to provide a reference about your employment with us where a reference request is received from a prospective employer.

In accordance with CDA Care's policy on giving references, any such reference may include: dates of employment, job title, key job duties and level of responsibility.

Yes / No

Signature:



WQQ13 - Quality and Quality Assurance Policy and Procedure

Quality Assurance - Management of Quality Assurance

CDA CARE LIMITED

CDA Care Ltd, Poplar House, Tawe Business Village, Phoenix Way, Swansea, Swansea, SA7 9LA

- Recruitment will be values-based and robust, to ensure that the right people are recruited for the right job. There is a formal induction process for all staff to ensure they are provided with the skills and knowledge to gain competence to fulfil their roles. Recruitment will ensure that all pre-employment checks are undertaken and documents are held in line with the Data Protection requirements
- CDA CARE LIMITED will undertake spot checks on every Carer at the Individual's home to witness care delivery at a least once every 3 months
- CDA CARE LIMITED must contact the Individual in advance to arrange a spot check to ensure that the Individual knows who will be visiting their home
- CDA CARE LIMITED must ensure that all staff have regular supervisions, which will include a combination of one-to-one and group supervision, at a frequency agreed by CDA CARE LIMITED
- New staff must undergo supervision more frequently and where concerns arise about any member of staff, supervision frequency will increase
- Priority will be given to training and personal and professional development, with the need to attend mandatory training emphasised



WQP04 - Staff Retention Policy and Procedure

Quality Assurance - Human Resources Quality Assurance

CDA CARE LIMITED

CDA Care Ltd, Poplar House, Tawe Business Village, Phoenix Way, Swansea, Swansea, SA7 9LA



4. Policy

4.1 CDA CARE LIMITED accepts the importance of staff retention and will:

- Ensure that Swansea - Nicola Hodges, Carmarthenshire - Michelle Horsecroft, Neath Port Talbot - Sonali Perera is supported and developed to successfully manage this area
- Analyse retention targets as a means of continuous improvement and strategic planning
- Be committed to promoting a culture and healthy working environment that considers the health and well-being of all staff

4.2 Staff retention is a management responsibility and there will be a coordinated and planned approach taken to maximise the retention of staff.

All senior staff at CDA CARE LIMITED will lead by example, be visible, approachable and have the competence to deliver the objectives as set by CDA CARE LIMITED.

To promote staff development, senior staff at CDA CARE LIMITED will be able to adopt a mentoring and coaching style of leadership as a means of promoting staff retention.

Senior staff will be able to recognise the early signs of reduced morale, well-being, and/or stress and respond in a timely manner to support staff.

4.3 CDA CARE LIMITED recognises that recruitment and retention of staff is based on seeking and nurturing staff with the right values that match the ethos of CDA CARE LIMITED.

At all times, Swansea - Nicola Hodges, Carmarthenshire - Michelle Horsecroft, Neath Port Talbot - Sonali Perera will monitor that they have the right staff in the right numbers with the right skills and the right behaviours.

4.4 CDA CARE LIMITED recognises the challenges faced with meeting service demands and will ensure that senior staff have the ability to adapt and change quickly, whilst supporting and developing staff to do the same.

4.5 Swansea - Nicola Hodges, Carmarthenshire - Michelle Horsecroft, Neath Port Talbot - Sonali Perera will provide opportunities for staff to have a voice and promote active engagement for all stakeholders in the service. All communications will be clear and accessible.

4.6 Swansea - Nicola Hodges, Carmarthenshire - Michelle Horsecroft, Neath Port Talbot - Sonali Perera will ensure that all staff are accountable for their practice, that they understand their role and how it fits into the service. They will be accountable for their actions, decisions and behaviours.

4.7 CDA CARE LIMITED will ensure that there is a succession plan in place to anticipate for changes in the workforce and to aim to eliminate vacancies in key roles at CDA CARE LIMITED. It will review capacity and capability as an ongoing process.

4.8 Swansea - Nicola Hodges, Carmarthenshire - Michelle Horsecroft, Neath Port Talbot - Sonali Perera will promote an environment that has positive working conditions and delivers healthy workplace initiatives. By doing this, it is recognised that:

- There is increased productivity
- Lower sickness levels
- Improved job satisfaction
- Improved retention rates

CDA CARE LIMITED will offer a staff rewards package which will be subject to ongoing review to ensure that it remains suitable and fit for purpose.

3.1 - Best Practice – employee engagement strategies

The Googlegeist survey completed by employees of Internet giant Google, show that 90 per cent of employees complete the regular employee engagement survey. The survey is performed once per year and targets areas specific to work life and the management system. They attribute best practice to placing value on their employees. They place value in their employees and acknowledge that burn out poses the largest danger to employee engagement. Google employees are able to invest twenty per cent of their working time working on projects that inspire and interest them. This time can be viewed as a perk, and helps to prevent the employees from 'burning out', contributing to high levels of employee engagement. This can be incorporated in the annual professional development review and enables the manager to measure the progress gained and success of a project that may have a beneficial impact on the organisation (Brooks, 2018).

Employee engagement is an essential component of any organisation and workplace. By performing studies, they reveal the best ways to keep employees engaged and motivated. The best way to identify what is important to the employee is by using surveys. In order to get the best response from the employees completing the survey, communication is key. Even though Gallup's Q12 survey targets specifically what is important to the employee, if they do not participate whole-heartedly to the survey the results will be ineffective. One of Gallup's best practices is ensuring an effective communication plan. Therefore, the employer needs to take the opportunity to explain to the employee the rationale behind the surveys and how their responses impact on the decisions they make when trying to make improvements for staff (Gallup, 2020).

The MacLeod and Clarke report (2009) suggests that organisational success needs four key components known as four 'enablers' which were linked to high performance and high employee engagement. A common theme emerges from the employee surveys, including mutual respect and trust, feeling valued and invested in knowing that the employee's opinion is heard and matters. These help improve engagement and improve performance and should be placed at the centre of organisational business strategies. The report recommends the need to raise awareness on the importance of employee engagement and encourages all organisations to be proactive.

3.2 - Potential barriers to acceptance of employee engagement strategies

The level of engagement between an employee and employer is highly influenced by the employee feeling valued, appreciated, and well informed, even more so in the current situation, the COVID-19 pandemic. It's important that organisations deliver on promises and maintain open communication (Nink, 2020).

Myself and the management team at CDA Care held a meeting over Microsoft teams to discuss certain issues that have been identified which are likely having a negative impact on employee engagement levels within the organisation. I discussed the fact that CDA Care's 'staff retention policy and procedure' informs

employees that there is a rewards package but this is not the case and it was agreed that we will look into implementing an employee benefits scheme (EV 9). I made the management team aware of the sage employee benefits scheme which includes retail discounts, employee wellbeing support and much more. We did discuss the fact that due to having such high turnover rates an employee benefits scheme would only be made available to employees who have been employed for more than one year to reward loyalty and commitment (EV 10).

During the meeting we also discussed our current communication strategy and what we can do better. Staff supervisions are carried out every three months, and appraisals are carried out annually. These are normally carried out in person but due to COVID-19 they have to be done either over the phone or Microsoft teams. We discussed different ways of keeping open and clear communication – make use of social media to send group messages, regular team meetings are still going ahead but over Microsoft teams. I made a suggestion that we allow staff to give anonymous feedback if they wish, we could do this by implementing a suggestion box where staff can deposit thoughts, opinions, and suggestions.

In order to improve the retention rates at CDA Care we made a collective decision to implement a 'buddy system', where new members of staff will be assigned to work with a particular colleague in the community until the team leader has confirmed that they are confident and competent to carry out the role by themselves. Exit questionnaires will continue to be issued to all 'leavers', to enable us to monitor and identify any trends.

3.3 - Proposed strategies to raise levels of employee engagement

Based on external research and my own analysis of CDA Care's approach to employee engagement, these are my recommendations in order to raise levels of employee engagement within the organisation –

Pulse Survey – stick to one particular survey and conduct this on a quarterly basis to begin with, and review the frequency when required. Sticking to one survey will make it easier to identify trends, and allow us to monitor the effect of any changes that are implemented as a result of the survey findings. All members of staff should have the opportunity to complete the survey, and the purpose of the survey needs to be clearly communicated to employees.

Recruitment process – it would be beneficial to follow a strict recruitment and selection process to ensure the right staff members are being recruited. Not only will this help to improve attrition rates, it will also boost staff morale and performance within the teams.

Employee involvement – where possible allow employees to have an input in decision making. This could be done by using a 'poll' system. An anonymous suggestion box is a good way to encourage employees to give their opinions and suggestions.

Incentive scheme – an incentive scheme such as a sickness incentive would allow employees to feel valued and appreciated.

Perks / rewards package – a scheme such as ‘sage employee benefits’ (Sage, 2020) would contribute to employee engagement by offering reward and recognition.

Implementation Plan – Sage Employee Benefits			
Action	Cost (per month)	Timing	Risks
Introduce ‘Sage Employee Benefits’ reward scheme	All staff (140) - £3 per employee = £420 Staff with 3+ years service (11) - £6 per employee = £66 Staff with 2+ years service (17) - £6 per employee = £102 Staff with 1+ year service (35) - £5 per employee = £175	It would be ideal to implement this by Christmas, as a gift of appreciation	The purpose of this is to reward loyal and committed staff so making this available to all staff may not be ideal as some only join the company for a short period of time then decide to leave. However, by only offering to staff with a certain amount length of service we risk de-motivating the other staff members.

References

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Evidence

3.2 Email – sage employee benefits

3.2 Meeting notes – discussing barriers to employee engagement

3.3 Email – implementation plan for sage employee benefits

EV 9



Tue 03/11/2020 11:00

Carys Francis

Sage employee benefits

To

Egress Switch: Unprotected

Hi all,

As discussed, see link below for **Sage** employee benefits:

<https://www.sage.com/en-gb/products/sage-employee-benefits/#benefits>

Kind regards

Carys Francis
Human Resource Manager



Poplar House, Tawe Business Village, Phoenix Way, Enterprise Park, Swansea SA7 9LA

Head Office: 01792 952483
Mobile: 07747213759
Email: carys.francis@cdacare.co.uk
Web: www.cdacare.co.uk



Trust

Our retention policy states that we have a reward system.

maybe we could look into introducing an employee perks scheme such as Sage employee benefits?

We can use this to reward loyalty to the company.

Send link to managers for review.

55% of employees in NPT agreed that they feel cared for by management - this is concerning.

Communication

Discussed the importance of maintaining clear communication, especially during COVID-19.

Supervisions and appraisals are being done in person where possible. If unable to, must still go ahead even if its over the phone / teams. (Covid).

make use of Social media.

Team meetings are still being done over teams.

A popular way of keeping open communication is to allow staff to give anonymous feedback. We could use a 'suggestion box' to be kept in office.

Recruitment and retention

We are now introducing a 'buddy system' - new recruits will be working with an assigned colleague in the community until they are confirmed to be comfortable and competent by the team leader.

We will continue to gather data from exit questionnaires then review those to pick up on any concerns / trends.

From: Carys Francis

Sent: 02 November 2020 11:45

To: <@cdacare.co.uk>; <@cdacare.co.uk>

Subject: employee benefits

Hi both,

Following on from our meeting on Friday, here are the figures for different lengths of service and the implementation plan:

Length of service	Support workers only	All staff roles
3 years +	5	11
2 years +	12	17
1 year +	25	35

Implementation Plan – Sage Employee Benefits			
Action	Cost (per month)	Timing	Risks
Introduce 'Sage Employee Benefits' reward scheme	All staff (140) - £3 per employee = £420 Staff with 3+ <u>years service</u> (11) - £6 per employee = £66 Staff with 2+ <u>years service</u> (17) - £6 per employee = £102 Staff with 1+ year service (35) - £5 per employee = £175	It would be ideal to implement this by Christmas, as a gift of appreciation	The purpose of this is to reward loyal and committed staff so making this available to all staff may not be ideal as some only join the company for a short period of time then decide to leave. However, by only offering to staff with a certain amount length of service we risk de-motivating the other staff members.